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FOR DISCUSSION PURPOSES ONLY
SEEKING LEGAL ADVICE**



Amazon

competitor deep dive

Apr. 2017

Discussed in 4/27 PBF, notes from discussion [here](#)

Google Confidential and Proprietary

EXHIBIT 682.R

Amazon emerging as a major challenge to Play in gaming globally

In JP (and other markets) are securing top content and migrating HVUs ...

- **20 of top 100 Play JP games on Amazon¹**, offering developers really valuable benefits e.g.:
 - Amazon funded IAP cashbacks
 - e-sports tournaments on twitch
 - Higher revshare for key devs (Mixi)
 ... but most developers not convinced yet
- Titles on Amazon see ~10% of Play spend² there as Amazon offering users:
 - Same IAPs as Play at 15%+ discount
 ... have grown to 1-2% of Play users, 20% of Play HVUs³

... NOT just OneStore 2.0 or MS - this is a broader threat

- **Deeper pockets:** Amazon can sustain cashbacks indefinitely especially if they gain Prime customers
- **Global reach:** Unlike OneStore which operates in KR only, Amazon can offer developers near global reach
- **Significant long-term ambitions** to disrupt gaming globally across console + mobile, given gaming > movies in user time and \$. In addition to the store, Amazon has created/acquired a number of gaming assets including Twitch, Lumberyard, AWS etc.

Bad news: We face the risk of becoming a "showroom" for Amazon or other apps stores. Play JP growth already under pressure, Amazon JP expected to be ~2.2% of Play JP by year end with possibility for higher downside risk. JP might just be the start as Amazon (historically) tries different approaches in a market (usually for a couple of years) before scaling up and going global with services.

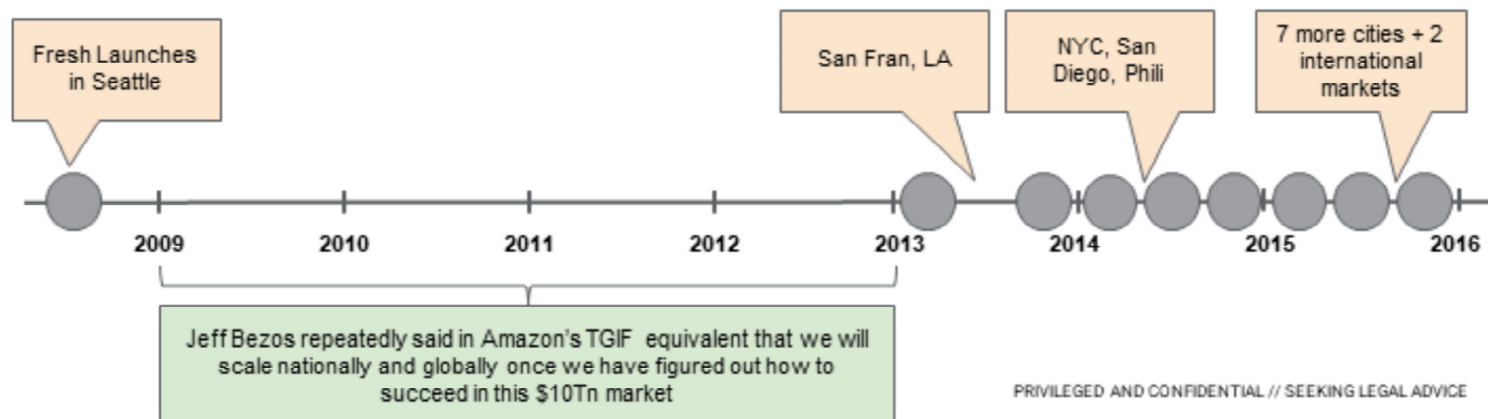
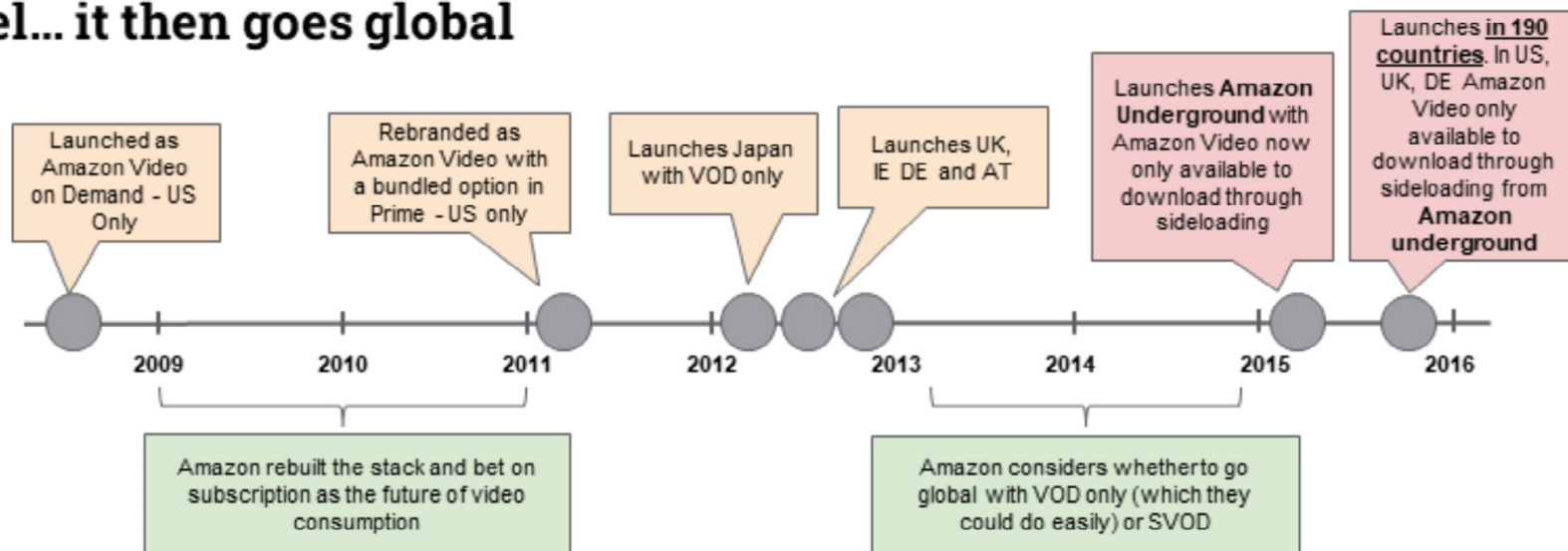
Good news: Amazon yet to establish critical mass. We have an opportunity to react before this happens

Desired outcomes for today:

- Align on goals: making Play user and developer loyalty a rational and attractive proposition
- Agree on levers most likely to achieve our goals

¹ 37% of revenue from top 100 Play JP games; ² includes spend on Kindle Fire; ³ Based on Monsterstrike analysis

Amazon works on a problem until it figures out the right commercial and product model... it then goes global



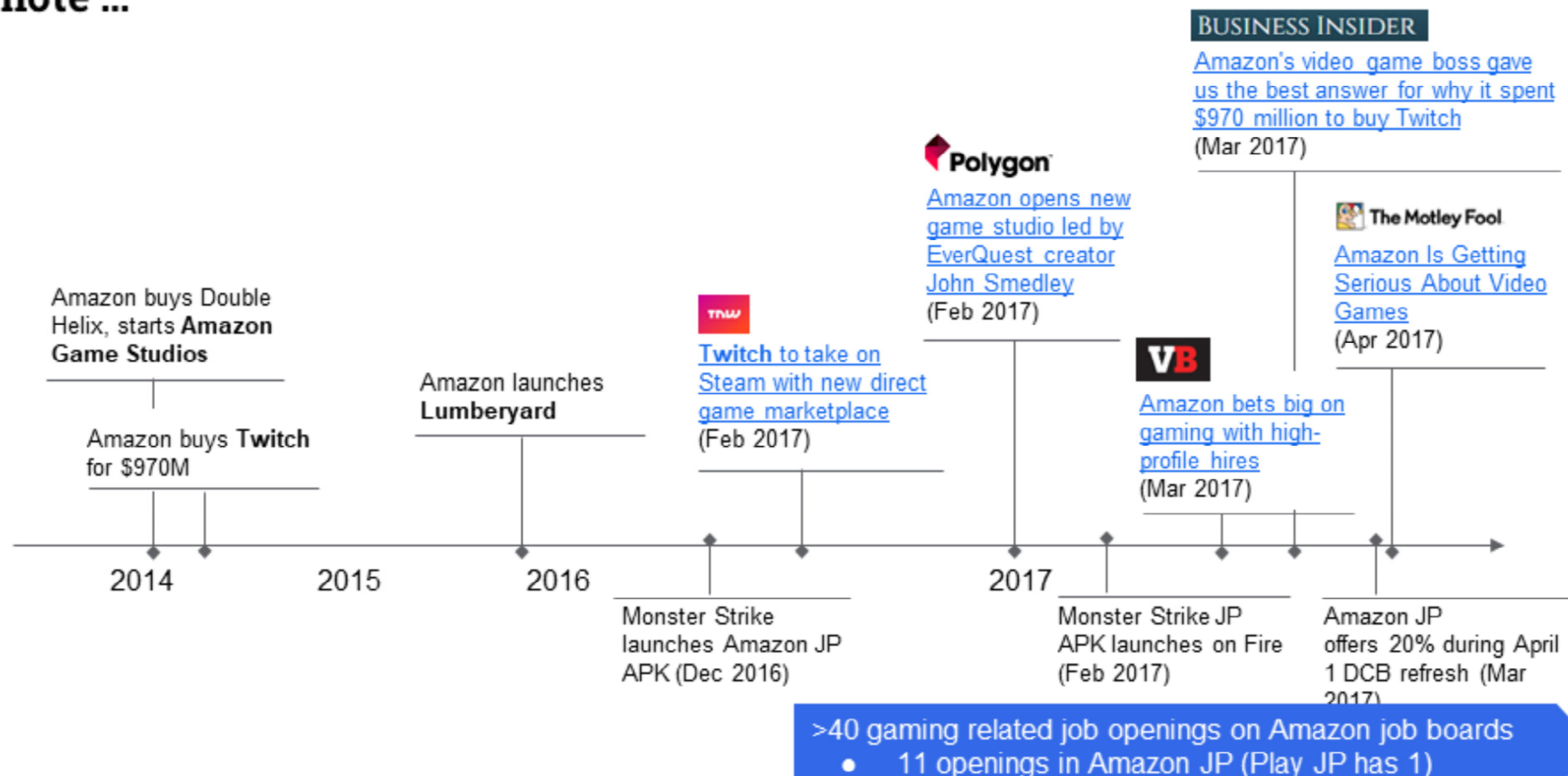
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- Amazon global gaming strategy
- Amazon JP deep dive
- Questions for discussion

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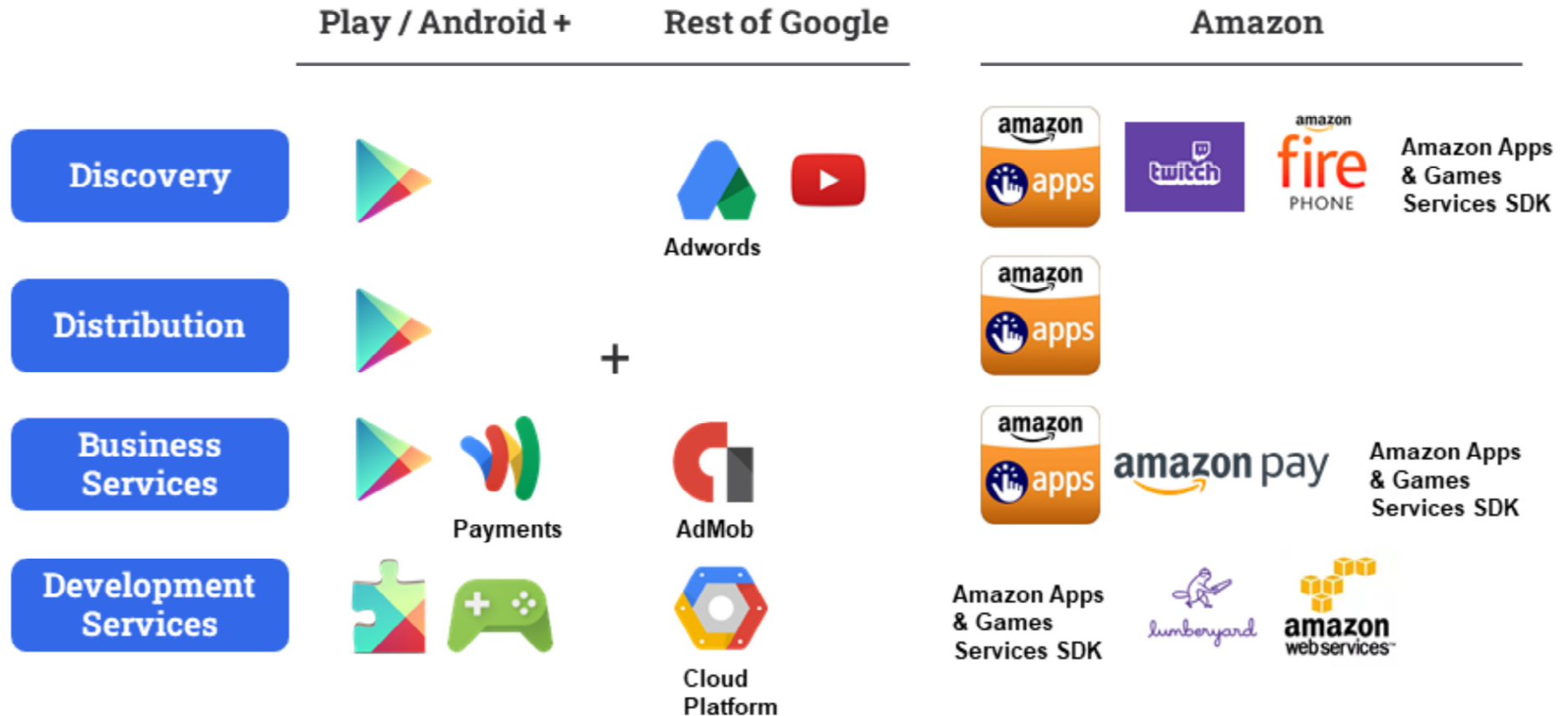
Amazon suddenly seems very interested in gaming and the press is taking note ...



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Amazon building replacements for Google developer stack



Could Amazon be a future full stack competitor?

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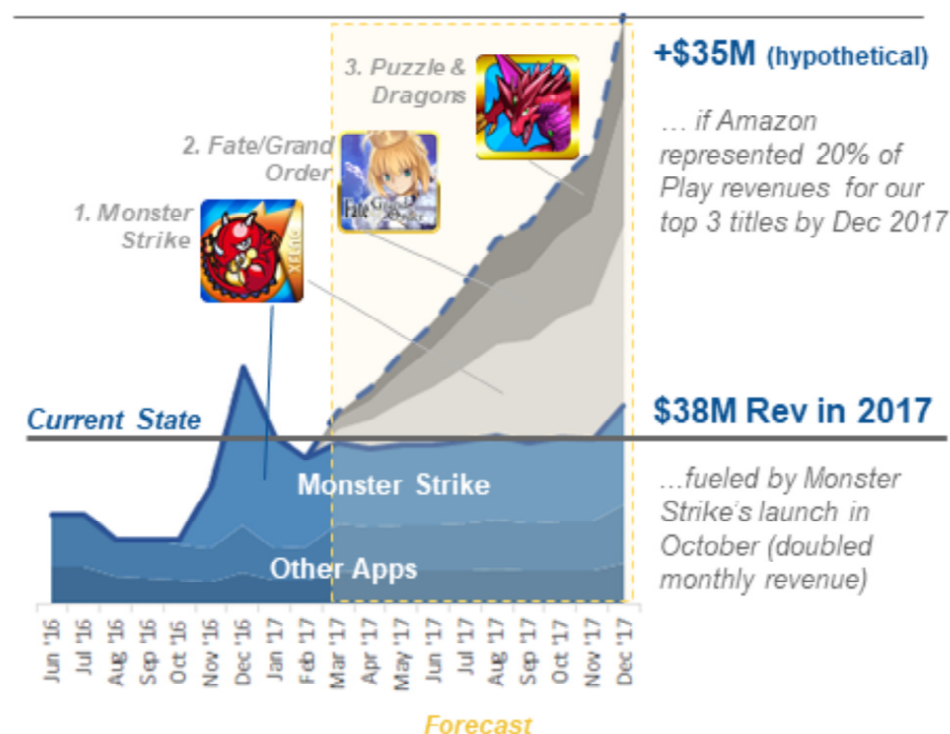
- Amazon global gaming strategy
- Amazon JP deep dive
 - What Amazon has achieved so far
 - Where/How they are winning with consumers
 - Where/How they are winning with developers
- Questions for discussion

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AMAZON JP DEEP DIVE

Amazon in JP super focused on acquiring top titles and HVUs, able to grow fast by free-riding on Play

Estimate Amazon JP 2017 Revenue to be \$38M (2.2% of Play JP) higher if they acquire more top titles



SOURCE: [Amazon JP RevForce Slides](#)

- Amazon's fast growth is fueled by focus on acquiring existing top games (*that Play helped to grow*) with large existing buying base (*that Play helped to create*) and migrating those to Amazon
- Have also been able to grow fast by explicitly NOT:
 - Playing any role in discovery i.e., is not able to bring new users to developers
 - Building a comprehensive apps store i.e., free riding on breadth of our catalog
- This formula is easily applicable to more top 100 titles and other markets too

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AMAZON JP DEEP DIVE: CONSUMERS

Amazon is engaging 1-2% of Play users, but getting ~10% of spend, ~25% of HVUs for MS

(xx%) Amazon as proportion of Play

Comparison of Play, Amazon app store and Monsterstrike apk engagement (Mar 6 - Apr 4)

App Store	Active Users		
Google Play 28da Browsers ¹	35,600,000		
Amazon "Complete App" ³ 28da Engaged	622,000 (1.7%) [From Lockbox ²]		
MonsterStrike (Mixi)	Active Users	HVUs	Consumer Spend
Play Version 28DAU (jp.co.mixi.monsterstrike)	4,333,196 [From Lockbox ²]	86,434	\$ 51.6M
Amazon Version 28DAU (jp.co.mixi.monsterstrike. amazon)	22,300 (0.5%) [From Lockbox ²]	~17,000 (20%) [From BD]	± \$ 5.2M (10%) [From BD]

1) 28d Browsers per go/play-active

2) Active/Engaged users estimated through Lockbox, extrapolated adjusting for coverage by device_year_class

3) Amazon App Store APK also serves as Amazon shopping app; use is not dedicated to app store use.

SOURCE: [Amazon Deepdive Analysis \(User Journeys\)](#) [awtimmering@]; [Amazon JP AppStore Research Report](#) [iku@]

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AMAZON JP DEEP DIVE: CONSUMERS

We mapped ~8000 user journeys involving Amazon MS apk: 65% of these users don't use Play MS apk anymore, 25% use it but don't spend on Play apk

Categorization of user journeys involving Play MS apk, Amazon MS apk (Mar 3 - Apr 7)

Category	Lockbox Sample	% of Amazon MS users	
Play MS only players	1,559,293		
Amazon MS only players	5,333	65%	~65% of AMZN MonsterStrike players no longer use the Play version
Players with activity on both Play & Amazon MS	2,833	35%	
* No Play spend in observed period	1,994	24%	~25% of AMZN MonsterStrike players are also engaged with the Play version, while likely spending with Amazon.
* With any Play spend in observed period	839	10%	
- Stops Play spend, but remains engaged on both	78	1%	
- Stops Play spend, and stops Play engagement	176	2%	
- Engaged with Amazon MS, but continues some Play spend	585	7%	

SOURCE: [Amazon Deepdive Analysis \(User Journeys\)](#) [awtimmering@];
[Amazon JP AppStore Research Report](#) [iku@]; more details [here](#)

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AMAZON JP DEEP DIVE: CONSUMERS

Amazon strongly promoting its 15%+ discount on IAPs available via Play, but for now switching hurdle too high for most users

YouTube creators, including JP's biggest gaming site, (and Amazon affiliates) helping to share Amazon value proposition and onboard users



User proposition

- Up to 15% evergreen discount on Amazon Coins (boosted to 20% at monthly DCB refresh)
- Up to 30% coin back promos for IAP (mostly 5%)
- Attractive Fire device for Prime subscribers at \$40

Significant hurdle to switching to Amazon apk

- Process is quite complex, involves **14 steps** (but motivated users will follow walkthroughs like this on YT)
- Apks on Amazon are sometimes lacking in features e.g., no LINE integration for MS and aren't updated as frequently

SOURCE: [Amazon JP AppStore Research Report](#); YouTube

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AMAZON JP DEEP DIVE: DEVELOPERS

Amazon offering attractive incentives to developers to port games to Amazon store, economics most favorable for developers without growth/export potential

Amazon has approached most large JP devs but many are hesitant to port to Amazon

Dev.	Amazon offer (add-on to always-on coin discounts)	Developer decision	Rationale
Mixi	Preferred rev-share (75%) Large coin-back campaign at launch Sponsorship for Mixi's eSports event Marketing investment using MS IP	Port to Amazon	Larger margin and aggressive discount promo was very attractive. Mixi has been struggling to grow domestically and to go global, Amazon's offer to help them to increase margin in the domestic market was very attractive.
Gungho	Title specific coin-back campaign Inclusion of PAD in Kindle Fire device promo incl TVCM	Port to Amazon but for Fire device only	Gungho has been supporting PAD for Amazon Fire devices only from its early stage but does not support non-Fire devices respecting partnership with Google Play
Bandai Namco	Title specific coin-back campaign	Play only	Valued overseas growth potential with Play above any upside from Amazon (BD negotiation involved)
Aniplex	Title specific coin-back campaign X-vertical IP branded page in Amazon eCommerce site	Play only	Very concerned about maintaining multiple APK (have had bad experience with carrier store apks in the past). However, their IP holder is interested in Amazon's offer including special promo in eCommerce side. If IP holder decides to work with Amazon, Aniplex will have to follow

- Starting to leverage Twitch and other gaming assets to provide **integrated xfn proposition to developers** (we can but are not doing the same). Offers are also getting more aggressive - **offered Nintendo a blank check**
- So far only **20 of top 100 apps on Play have published to Amazon**. Many (like Aniplex, Bandai Namco) are concerned about the large and ongoing development / maintenance burden and potential loss of Go Global support. **Decisions may change as Amazon gets more users**
- Developers like Mixi might be the sweet spot for Amazon as they consider JP to be saturated and international potential to be limited

- Amazon global gaming strategy
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Need to focus on making Play user and developer loyalty a rational and attractive proposition

Context: Amazon JP lacks critical mass of users and developers today. If they can achieve either, we believe this will create a virtuous cycle drawing in more users and developers - increasing appeal of Fire devices and greatly increase the severity of the threat

	Current situation	What we worry about	What you would have to believe	Our goals
Users	<ul style="list-style-type: none"> ~1-2% of Play users using Amazon store, Amazon apks For titles on Amazon store, ~20% of HVUs using Amazon apk 	<ul style="list-style-type: none"> Amazon can grow its reach to 20-30% of Play users 	<ul style="list-style-type: none"> Massively increase Fire OS device sales or Amazon Prime discounted mobile devices Amazon store pre-installation deal with major OEM, carrier Increase discounts on IAPs 	<ul style="list-style-type: none"> Make it attractive for users to stay on Play
Developers	<ul style="list-style-type: none"> ~20 of top 100 Play apps are available on Amazon apps store For titles on Amazon store, ~10% of Android spend coming from Amazon 	<ul style="list-style-type: none"> Amazon can attract 40+ of top 100 Play apps or increase share of Android spend to 20%+ 	<ul style="list-style-type: none"> Amazon offers even better incentives to developers Amazon acquires major gaming company and publishes exclusively on their store Developers become more pessimistic about growth 	<ul style="list-style-type: none"> Make it more compelling for developers to focus on Play

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- Play benefits from network effects.
- Users come to Play because we have by far the most compelling catalogue of apps / games
- Developers come to Play because that's where the users are.
- Amazon will struggle to break those network effects.
- Users won't go to Amazon, because their catalogue of apps / games is very limited
- Developers won't focus on Amazon, because they don't have users.
- For Amazon to become successful, they have 2 options:
- Build a critical mass of users, without having many developers. Once they have a critical mass of users, developers will follow.
- Build a critical mass of developers, without having many users. Once they have a critical mass of developers, users will follow.
- Once they have their own critical mass of users and developers, they'll also benefit from network effects.
- At that point, it'll become much harder for us to compete.
- We need to be particularly concerned because Amazon thinks about gaming like all of Prime... as a loss leader to bring buyers to their ecommerce store. Realistically, they can sustain losses indefinitely.

For discussion: Agree on levers most likely to achieve our goals

More details in
appendix

	Our goals	Solution spaces	Potential levers
Users	<ul style="list-style-type: none"> Make it attractive for users to stay on Play 	<ul style="list-style-type: none"> Make it harder for users to switch stores 	<ol style="list-style-type: none"> 1 • Disable profile porting or IAP porting (via policy), create more third party apk install friction
		<ul style="list-style-type: none"> Differentiate Play gaming experience 	<ol style="list-style-type: none"> 2 • Innovate Google Play Games Services
		<ul style="list-style-type: none"> Give users something to lose by doing this 	<ol style="list-style-type: none"> 3 • VIP program w/ explicit benefits or conditions incentivizing Play store activity 4 • Offer targeted cashback to HVUs, matching discounts from Amazon 5 • Play branded credit card for HVUs with 5-10% cashback on Play funded by DCB margin savings
Developers	<ul style="list-style-type: none"> Make it more compelling for developers to focus on Play 	<ul style="list-style-type: none"> Increase app porting hurdle 	<ol style="list-style-type: none"> 6 • Differentiate Play gaming experience e.g., Instant apps, Unified app framework
		<ul style="list-style-type: none"> Offer incentives to developers not doing this 	<ol style="list-style-type: none"> 7 • Developer loyalty program e.g., better rev. share, x-Google perks for developers exclusive to Play 8 • Leverage YouTube as an asset with developers
		<ul style="list-style-type: none"> Create "penalties" for developers doing this 	<ol style="list-style-type: none"> 9 • Limit smerch, Go Global support

Note: Matching Amazon cashbacks for all users intentionally excluded from solution spaces, as it carries substantial risk (race to the bottom) and may not be effective at deterring Amazon

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APPENDIX

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Amazon app store / gaming resources

Type	Resource	Description
External	Amazon Is Getting Serious About Video Games	Article on The Motley Fool (Apr 2017) about Amazon's gaming ambition and assets
External	Amazon bets big on gaming with high-profile hires	Interview on Venture Beat (Mar 2017) with Mike Frazzini VP of games at Amazon about Amazon's gaming strategy and objectives
Internal	Amazon JP AppStore Research Report	Excellent summary of Amazon JP situation written by iku@ (Feb 2017)
Internal	User Flow to migrate two accounts between Play and AMZN	Step by step guide to porting Monsterstrike profile from Play to Amazon apk by iku@ (Mar 2017)
Internal	Amazon JP RevForce Slides	High level summary of Amazon JP situation and financial impact analysis for discussion Rev Force. Created by pquintana@ (Mar 2017)
Internal	Competition working group (Mar 2017)	Discussion document for Competition working group meeting. Prepared by ashnil@ (Mar 2017)
Internal	Amazon JP promotions tracker	List of promotions being offered for IAP purchases on Amazon apks as of Mar 28, 2017. Prepared by iku@ (Mar 2017)
Internal	Play JP March update	Two slides in Play JP Mar update providing overview of Amazon JP situation. Prepared by mtd@ (Mar 2017)
Internal	Amazon Deepdive Analysis (User Journeys)	[Restricted] Deep dive into Amazon store, and Amazon MS users and usage pattern. Created by awtimmering@ (Apr 2017)
Dashboard	[Play] Third Party Store Coverage	Dashboard showing how many and which of the top 100 Play apps (by spend) are available on Amazon JP apps store (based on data from AppAnnie). Refreshed monthly, developed by seandeb@

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Amazon JP consumer retention offer - short-term options for discussion

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Proposal overview

- Limited time financial incentives for HVUs to buy time for Loyalty reboot

Objectives / characteristics of a good proposal

- Targeted:** target HVUs already on Amazon apks or at risk of doing so
- Fast:** rolled out or kicked off quickly (this quarter)
- Simple:** obvious what users lose by switching to Amazon; must be easy to redeem
- Sustainable:** must not trigger a race to the bottom

More details [here](#)

Idea + User Target	Pros	Cons
Option 1 Monetary code: 10-15% Cashback Target: MS HVUs that have already migrated to Amazon apks (~20K HVUs)	<ul style="list-style-type: none"> Very targeted and hence relatively inexpensive. Easy to execute Hard for Amazon to defend since our offer is more targeted 	<ul style="list-style-type: none"> Complex messaging and offer delivery / redemption Unlikely to trigger loss aversion unless messaging is clear, or we commit upfront to repeating Repeating may be complex and expensive Potential PR / legal implications
Option 2 Play credit card: 5% Play spend cashback Target: All HVUs	<ul style="list-style-type: none"> Quasi loyalty program until we roll out something better Simple experience / proposition Should trigger loss aversion Scalable to other titles, markets Can fund through DCB margin 	<ul style="list-style-type: none"> Commit upfront to 50K subs in 1 yr Play would need significant marketing budget & min 1 HC to drive uptake Credit card application an added hurdle for users 6-12 months to execute 5-10% << 15% Amazon max discount DCB partners may be unhappy Recent JP co-branded cards have higher rate of failure
Option 3 Play gift cards/ top-up: Tiered discounts up to 15% Target: All HVUs	<ul style="list-style-type: none"> Relatively lightweight Approximates Apple and Amazon evergreen discounts Scalable to other titles, markets Can fund through DCB margin 	<ul style="list-style-type: none"> Majority of HVUs using some combo of credit cards + DCB May not stop HVUs from taking advantage of both Amazon and Play discounts DCB partners may be unhappy

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7 Developer loyalty program - options for discussion

 Recommended option

Proposal overview

- Offer our top 20-50 developers globally a 5% higher revenue share
- Incremental revenue share in exchange for conditions such as Android exclusivity, iOS sim ship etc.
- Could also increase top developer focus on Play instead of iOS
- Potential risks:
 - Higher top developer concentration
 - Negative PR
 - Could lead to escalation with Amazon offering more lucrative incentives to developers
 - Overall cost of program as high as ~\$500M (12% of 2016 revenue)¹

¹ Assumes top 50 developers qualify for this offer
More details [here](#)




Key question is the form of incentive to offer developers ...

Idea	Pros	Cons
<u>Option 1</u> Paid as cash	<ul style="list-style-type: none"> • Simple and attractive 	<ul style="list-style-type: none"> • Expensive • Will trigger race to the bottom
<u>Option 2</u> Paid as MDF i.e., adwords credits	<ul style="list-style-type: none"> • Shouldn't trigger race to the bottom • Least expensive: cost to Google would be ~50% of credit • Could help GBO deepen gaming relationships 	
<u>Option 3</u> Paid as other Google discounts e.g., Google cloud credits, Maps API credits	<ul style="list-style-type: none"> • Shouldn't trigger race to the bottom • Very attractive to small group of developers • Could help Cloud deepen their gaming relationships 	<ul style="list-style-type: none"> • Limited appeal
<u>Option 4</u> Mix of options 2, 3 per developer	<ul style="list-style-type: none"> • Best of options 2, 3 above 	<ul style="list-style-type: none"> • Adds some operational complexity

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“Sideloaded Amazon app” combines multiple marketplaces including - Amazon shopping app, an app store and in many markets Amazon Underground

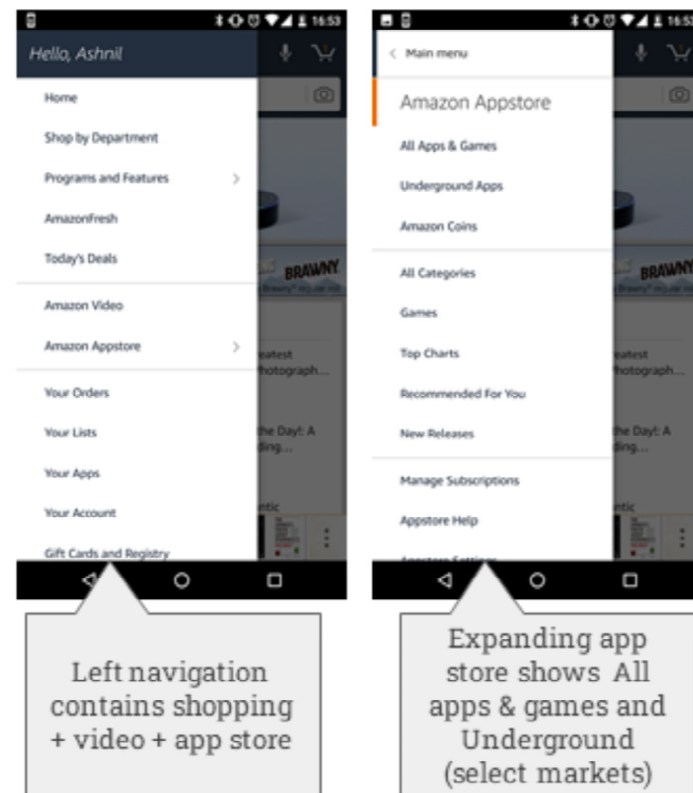
Comparison of Play Amazon app vs. Sideloaded Amazon app

	Play Amazon app (com.amazon.mShop.android.shopping) ¹	Sideloaded Amazon app (com.amazon.mShop.android) ¹
Functionality	Amazon e-commerce app	Amazon e-commerce app + Amazon video store + Amazon app store (which may include Underground)
Branding	Amazon Shopping 	Very confusing. Referred to as Amazon app, Amazon app store, Amazon Underground interchangeably  
Distribution	Play store, iOS Apps store	Pre-installed on FireOS devices Sideloaded from the web (no known carrier or OEM pre-install agreements)

Amazon Underground = An app store with engagement based monetization model i.e., apps are “actually free” IAPs are removed or are free, Amazon insert ads into gameplay and pays developers based on time users spend playing. Available in most markets except for IN, CN, JP

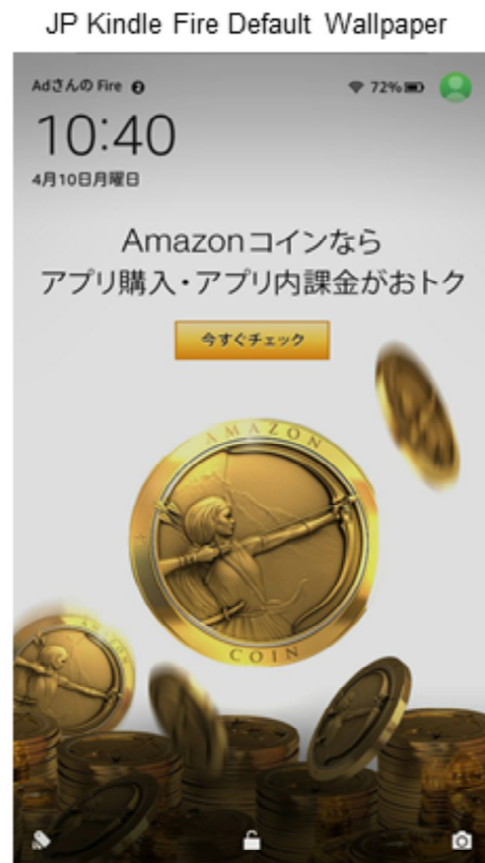
¹ Apk names vary by market - see [here](#)
More information [here](#)

Screenshots of Sideloaded Amazon app



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Screenshot: Amazon advertising coin discounts on all JP Fire devices



Device: Amazon JP Kindle Fire [link](#)

- ¥8980, but 50% discount for Prime JP subscribers
- Appears on all lockscreens as first ad in JP
"Use Amazon Coins for cheap app purchases & in-app billing"

Implications

- This advertising real estate and mechanism not limited to Fire JP
 - will likely also appear on Amazon's new line of Prime-only discounted Android phones that are also ad-subsidized and come with both Play and Amazon app stores pre-loaded
 - [US selection](#) only at this point; but anticipate a JP launch of similar competitively priced devices sometime soon
- High potential for Amazon to run this in-house advertising on all Kindle Fires and Amazon Android Phones globally

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Amazon - Play Profile in JP

Asset	Amazon JP	Play JP
Distribution	Amazon Webstore	Pre-installed on GMS Android devices
FOPs	Credit Card; Gift Cards	Credit Card; Gift Cards; DCB
Virtual Currency	Amazon Coins; Amazon Points	None
Loyalty Drivers	<ol style="list-style-type: none"> 1. Amazon Prime 2. 2 co-branded credit cards w up to 2.5% cashback 3. 3rd party programs feeding into amzn points: banks, retailers 	<ol style="list-style-type: none"> 1. No loyalty program; although VIP Program WIP 2. No co-branded credit card 3. No 3rd party programs
User Proposition	<ul style="list-style-type: none"> • Value: "you're overpaying on other app stores" • Security: "Amazon apps are more secure" • Discovery: "Find better games via Twitch" 	<ul style="list-style-type: none"> • Discovery: "world's biggest catalogue" • Ease: Play is default; no complex app store or app installation or data portability flows
Developer Proposition	<ul style="list-style-type: none"> • Favorable revshare for key devs (Mixi) • Global Reach - 236 Countries • 85% Play apps just work on Amazon • Highest Buyer Penetration (near 100% in JP) • Twitch Video / E-Sports Sponsor Budgets • AWS cloud hosting; discounts offered 	<ul style="list-style-type: none"> • Global Reach - 1XX countries • Go Global Program • YouTube Video; no formal e-sports integration • GCP cloud hosting; no discount program
JP Headcount	~14 (Current estimated 7 + Open HC 7)	15 (Current 14 + Open HC 1)

Amazon Dev proposition

WHY AMAZON APPSTORE?



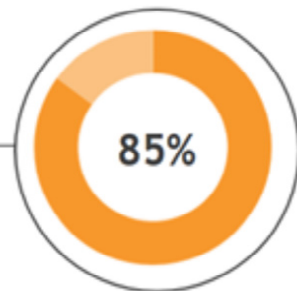
Higher percentage of Amazon Fire developers
above the app poverty line versus other platforms



Vision Mobile

Source: Developer Economics Q3 2014 © VisionMobile. All Rights Reserved

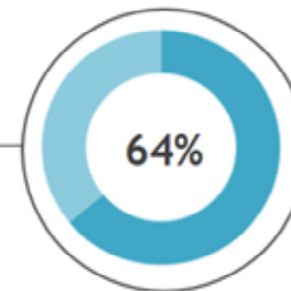
BENEFITS AT A GLANCE



MOST APPS JUST WORK



WORLDWIDE AVAILABILITY



MOST CUSTOMERS SPEND

Source: Amazon dev webinar, "Make Money with Promotions That Work"

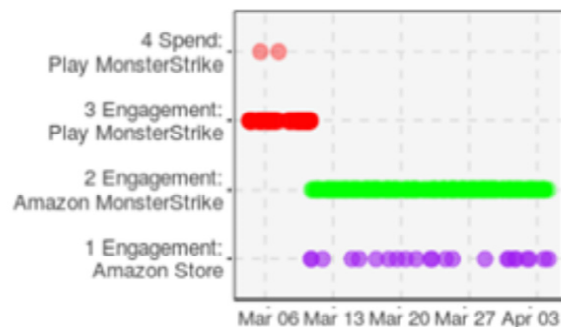
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AMAZON JP DEEP DIVE: CONSUMERS

We mapped user journeys for ~8000 users that engaged with Amazon MS apks and bucket them into the 6 categories visualized here

Reading the user journey chart

Graph represents one specific gaia



Consumer spend on **Play version of game**

Engagement with **Play version of game**

Engagement with **AMZN version of game**

Launches of **Amazon App Store**

One month period, hourly intervals
Each dot representing engagement/spend within that hour

SOURCE: [Amazon Deepdive Analysis \(User Journeys\)](#) [awtimmering@]

User journey categories

Example journey

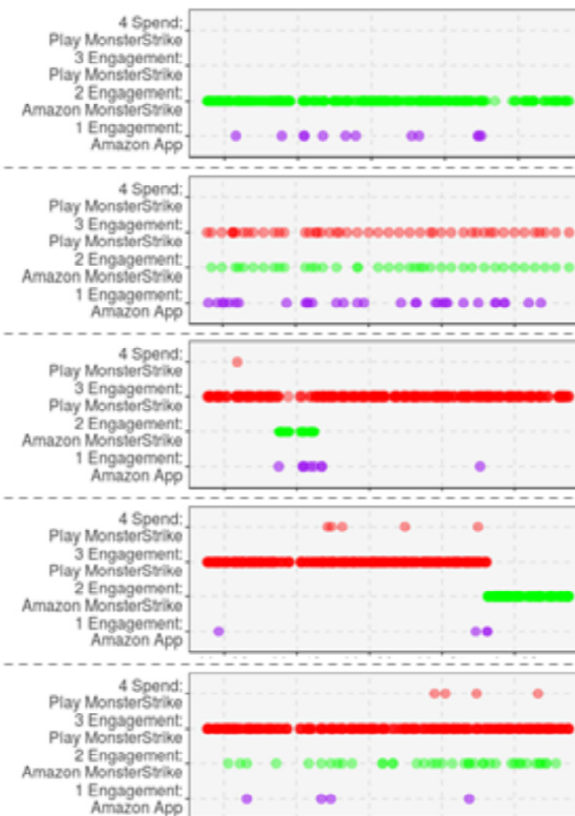
Amazon MS only players

No Play spend in observed period

Stops Play spend, but remains engaged on both

Stops Play spend, and stops Play engagement

Continues some spend on Play



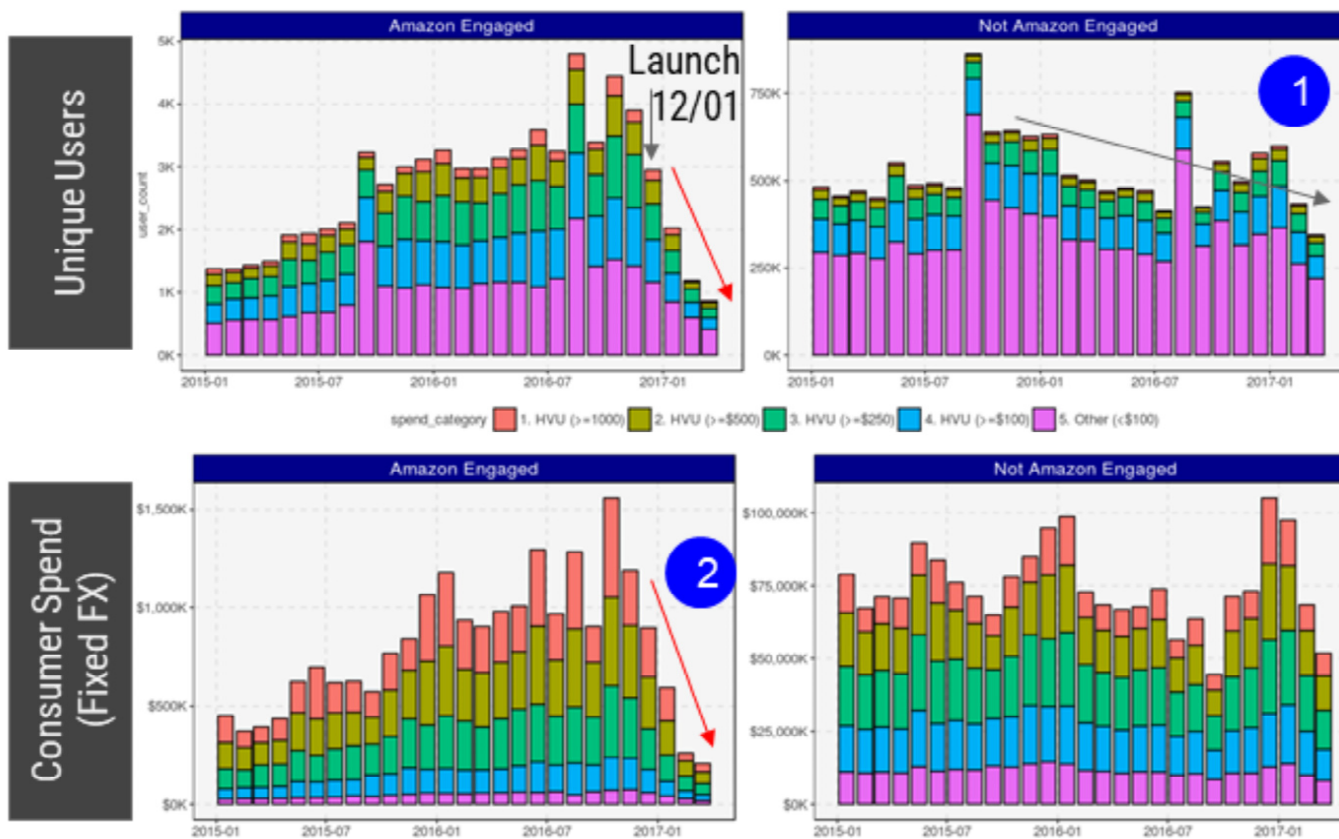
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AMAZON JP DEEP DIVE: CONSUMERS

Very significant decrease in buying & spend from users engaging with Amazon MS apk

spend_category 1. HVU (>=1000) 2. HVU (>=500) 3. HVU (>=250) 4. HVU (>=100) 5. Other (<100)



- 1 While MS is showing a decline in users & spend across the board, ...
- 2 cohort of users with known engagement on the Amazon version of MS show a very rapid decline in **Play spend** (-83% vs. -29%)

SOURCE: [Amazon Deepdive Analysis \(User Journeys\)](#) [awtimmering@]

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44 open roles for Amazon Apps Store globally - mostly in JP, US

Amazon JP roles (11)

Visual Designer - Appstore
 Quality Assurance Manager - Appstore
 Business Development Manager - Appstore
 Sr. Content Operations Manager - New Technologies
 Content Test Specialist - Appstore
 Solutions Architect
 Content Manager
 Sr. Manager, Marketing - Appstore
 Site Merchandising Specialist, videogames
 Director of Business Development (Twitch)
 APAC Events Manager (Twitch)

Amazon IN roles (10)

Quality Assurance Engineer - Appstore
 Operations Manager
 Content Risk Analyst
 Content Risk Analyst
 Content Risk Analyst
 Sr Manager - Content Operations Amazon Appstore
 Content Risk Analyst
 Content Risk Analyst
 Content Risk Analyst
 Digital Content Merchandiser

More details [here](#)

Amazon US roles (22)

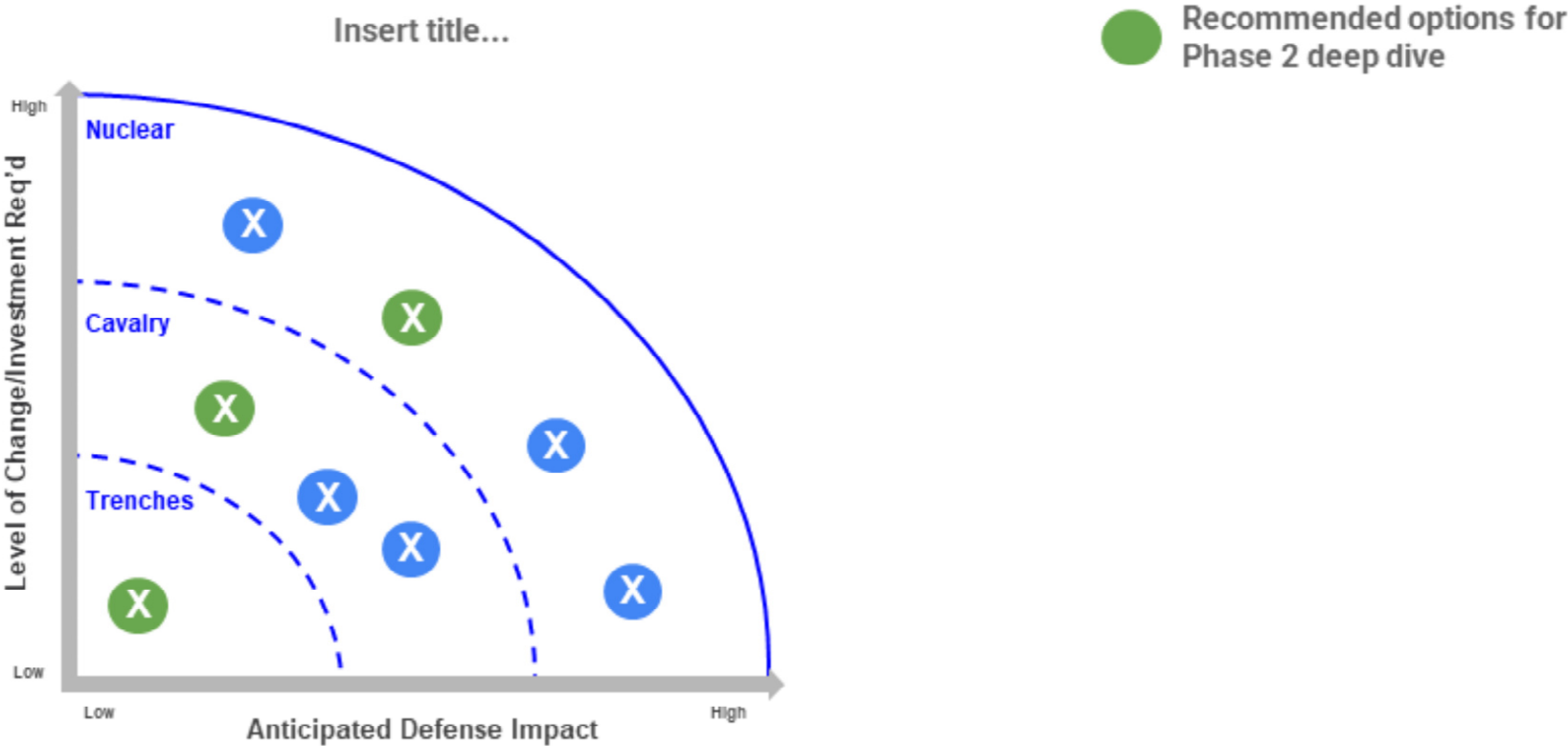
Games Business Development Manager
 Games Business Development Manager
 Senior Product Marketing Manager
 Business development Manager
 Content Test Specialist
 Design Technologist - appstore design
 Sr. Product Manager - Amazon Appstore
 PR Specialist - Amazon Devices
 Senior Operations Manager (Salesforce and Infrastructure), Appstore
 business development
 Sr. UX Designer - Amazon Appstore
 Economist - Appstore
 Business Development Leader, Subscriptions
 Games Business Development Manager
 Marketing Manager
 Senior Product Marketing Manager
 Sr. Program Manager, Digital Customer Experience
 Business Analyst
 Sr. Business Development Manager
 Sr. User Researcher
 Director, Amazon Underground (Amazon Appstore)
 Senior Business Development Manager - New Game Initiative
 Program Manager, Content Operations

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GRAVEYARD

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For discussion: Agree on levers most likely to achieve our goals



Questions

- What is our assessment of the severity of Amazon apps store threat?

- How should we prioritize activities to a) better understand the nature of the threat and b) develop response plans?

- **At present, Amazon positioned to slow Play growth in JP and potentially some other markets, but not yet positioned to seriously threaten our business**
 - Twitch JP a nonfactor; JP devs reluctant to port; distro challenges
 - However, we believe this is a more serious, far-reaching trend than One Store in KR, given Amazon's price strategy, reach, & ambition
- **Do we think it is possible for Amazon to reach parity with Play in JP?**
 - What would need to happen to enable this?
 - How likely do we think this scenario is? Timeline?
- **Do we think it is possible for Amazon to become an existential threat to Play globally -- or at least in targeted, critical markets like the US & JP?**
 - What would need to happen to enable this?
 - How likely do we think this scenario is? Timeline?

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Key questions for discussion (2/2)

*Where should we focus?
Who should we work with?
How broad or deep should we go?*

Questions

- What is our assessment of severity of Amazon apps store threat?

- How should we prioritize activities to a) better understand the nature of the threat and b) develop response plans?

Proposals to understand the problem better:

- 1 Conduct user research to better understand user motivations and barriers in JP related to switching to & from Amazon versions of games¹
- 2 Repeat user journey study in other Amazon markets to assess size of threat
- 3 Size Amazon games team by country
- 4 Look into how Amazon Fire contributes to the Amazon gaming threat

Proposals related to formulating response plan:

- 5 Explore ideas related to making it more compelling for developers to focus on Play (ROI +ve to be loyal):
 - o Increase app porting hurdle (e.g., Unified app framework)
 - o Offer incentives to developers not doing this (e.g., Developer loyalty program)
 - o Create "penalties" for developers doing this (e.g., limit smerch, Go Global support)
- 6 Explore ideas related to making it more attractive for users to stay on Play:
 - o Make it harder for users to switch stores (e.g., Disable profile porting (via policy), create more third party apk friction e.g., speed bump type hurdles)
 - o Differentiate Play gaming experience (e.g., innovate via GPGS)
 - o Give users something to lose by switching (e.g., Store loyalty program)

¹ Explicit questions to answer here a) "Why do users switch to Amazon?" (most likely because of discount); b) "Why do users play with a Play version again, if they do at all?" (very likely different reasons per game, depending on game dynamics, account migration mechanics and policies) c) "How hard is it perceived to be to switch?"

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